





What are SMART Goals?

Specific (states what is to be accomplished)

Measurable (objectively assessed)

Attainable (yet challenging)

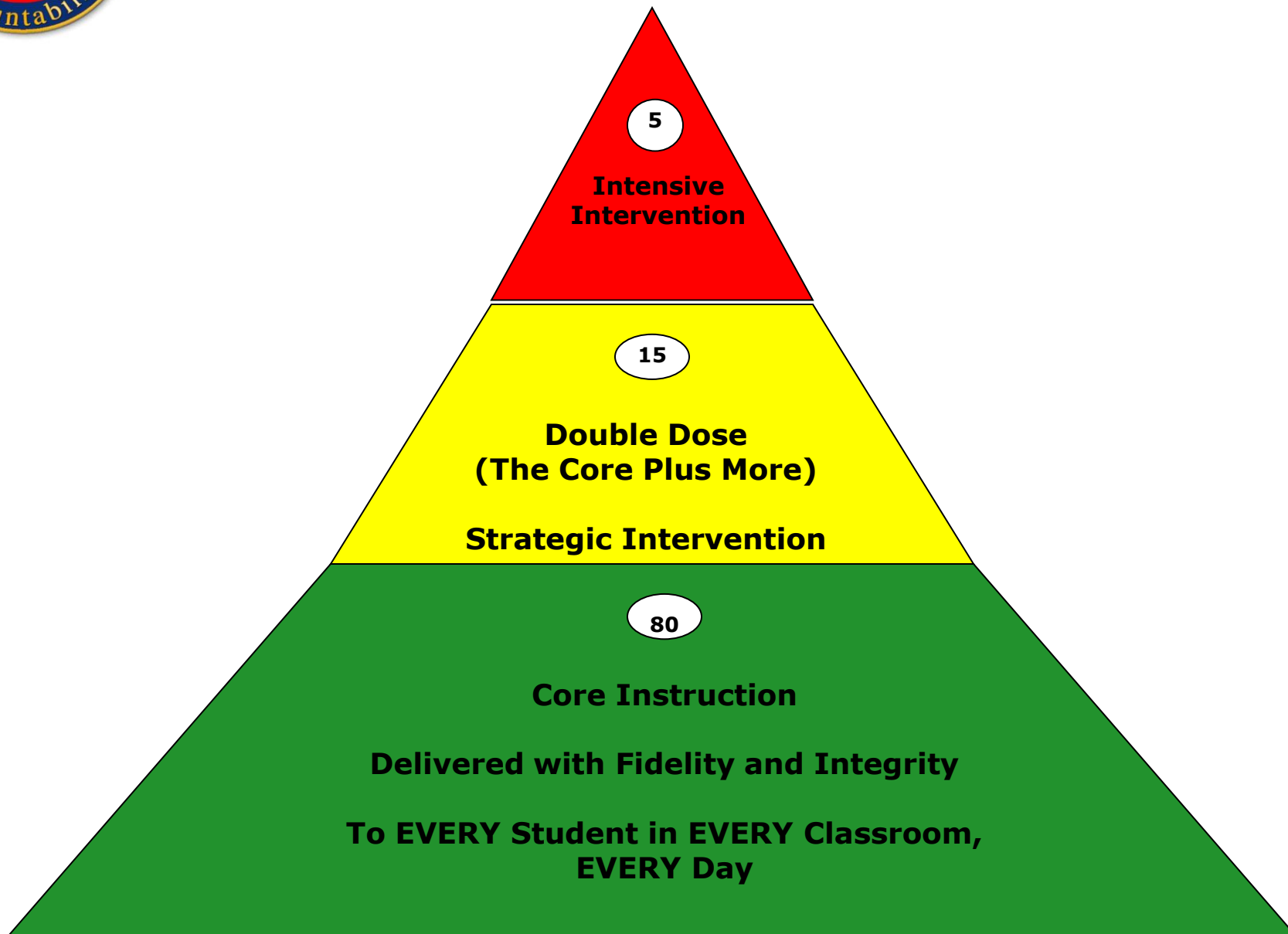
Relevant (essential to improving student achievement)

Timely (clear timelines are set)

Every student is reflected in the SMART goals



Tiered Instructional Model





Smart Goal 1

- **Starting in the 2013-2014 school year, 100% of our students will be taught a standards-based curriculum delivered in the district's tiered instructional model.**

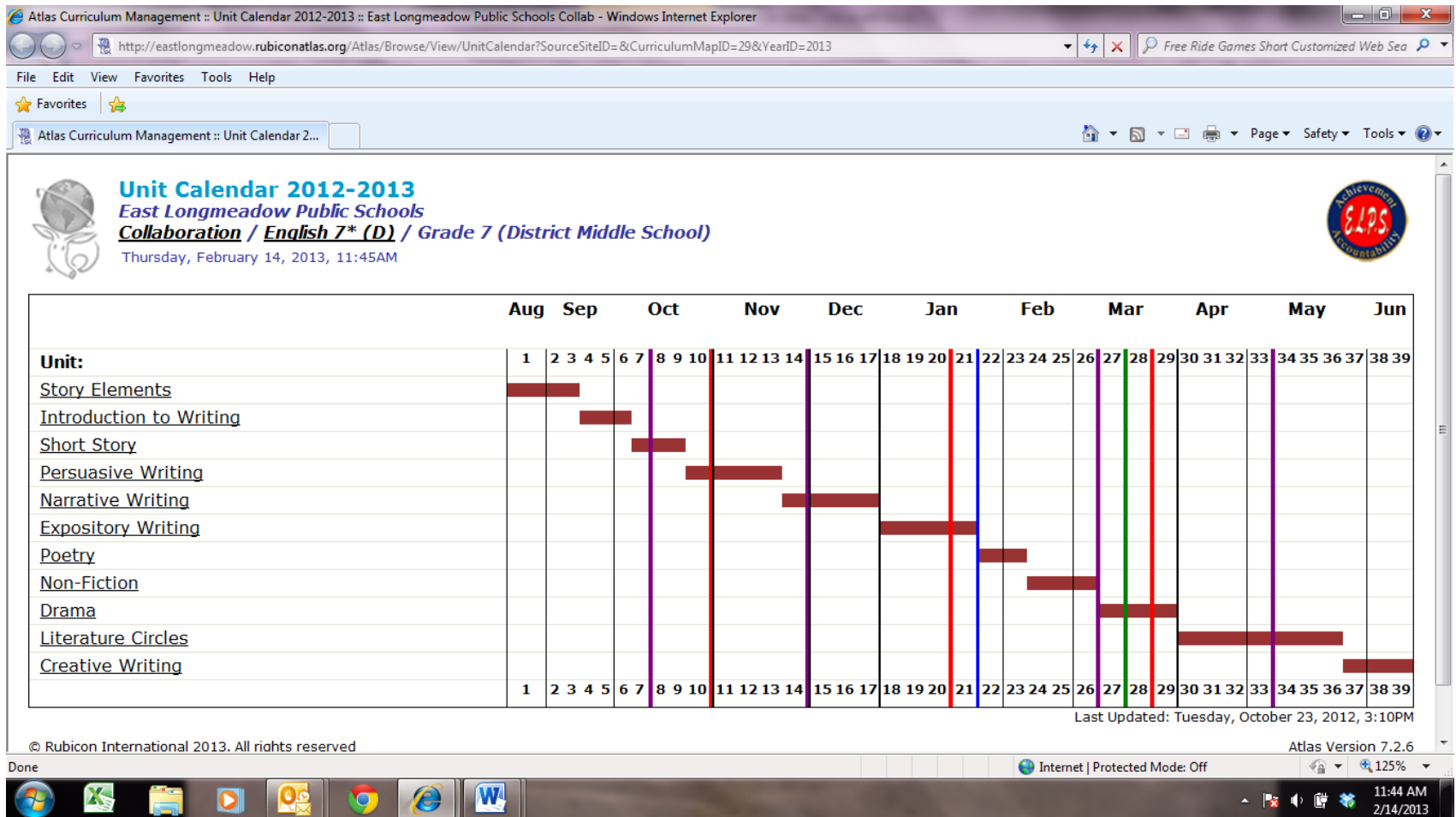


Action Steps for Goal 1

Action Steps	Time Line	Progress	Next Steps
Math & ELA Scope and Sequence	Dec. 2012	Slightly behind	Use Scope and Sequence to inform other standards based initiatives (Curriculum Review, Technology implementation, etc.)
Other content area Scope and Sequence	June 2013	On Track	
First Drafts of Unit Plans	May 2013	On Track	Expand Units to include common assessments, common objectives, etc.
1 PD on district instructional model	2012-2013	Complete	Additional targeted, building-based PD
District-wide interim assessments	2012-2013	Complete	Create common meeting protocols and data sheets for data-driven decision making
Data-Review Cycle	2012-2013	Complete	



Scope & Sequence in Atlas



From: ATLAS curriculum management system



Teacher Data Use Survey

- **151 out of 246 possible teachers, counselors, etc.**
- **61% response rate**
- **Positive views of data use**
- **Teachers want more time to collaborate with colleagues on student assessment data**
- **Teachers want more PD on data use protocols**



Teachers and Tiered Instruction

- **“Each time I give STAR, I show the students their performance graphs and discuss what areas they need to work on. Extra small group teaching addresses these skills.”**
- **“I use STAR to group students into Literacy Centers where they complete differentiated tasks as indicated by the data.”**
- **“Star scores used to drive further instruction regarding strengths and weaknesses of skills.”**



Teachers and Tiered Instruction

- **“I note common patterns of error in student writing samples (essays) and give a mini-lesson to help students improve their writing skills. I use results on quizzes to help me see whether or not additional instruction and/or student engagement activities are needed to help clarify/provide further practice with a concept. The results also prompt me to seek additional resources (online) that explain and/or provide practice and encourage students to access them via Links on Edline.”**



District Learning Walks

During the 2012 – 2013 school year, the Leadership Team will conduct team learning walks in each of the buildings. The Leadership Team will divide into groups of three and use a structured protocol for the learning walks. Three learning walks will be conducted in each building, and the learning walks will allow the Leadership Team to build a common set of observational skills and provide building-wide feedback. **This feedback will be general, building-wide feedback. No individual classrooms or names will be used (please see attached sample data form).** It will provide the principal and building staff summarized feedback on implementation of the commonly-defined instructional block. The Leadership Team will be able to identify how to best support initiatives occurring throughout the district whether it be through professional development or additional resources.

Attached to this memorandum are three forms that will provide a greater context for the learning walks:

- ELPS Leadership Team Learning Walk Protocol
- ELPS Learning Walk Data Collection Sheet
- Sample Learning Walk Data

From: Superintendent's memo to teachers regarding team Learning Walks



Smart Goal 2

- **Student Interim assessment data will be gathered, analyzed, and used to make instructional decisions at least 3 times a year, resulting in an increase in student performance as measured by MCAS and District Interim Assessments**



Action Steps for Goal 2

Action Steps	Time Line	Progress	Next Steps
100% of students assessed	2012-2013	Complete	Create longitudinal data analysis protocol
At least 3 team meeting times focused on Data	2012-2013	Two meetings accomplished to date	Increase amount of team meeting time devoted to data
Instructional planning based on data	2012-2013	Progressing	Create data meeting protocols for entire district



Elementary STAR ELA Data

Grade	Urgent		Intervention		On Watch		At/Above Benchmark	
	Fall	Winter	Fall	Winter	Fall	Winter	Fall	Winter
2	11%	10%	18%	10%	12%	12%	60%	69%
3	4%	2%	9%	3%	11%	4%	76%	91%
4	1%	1%	6%	2%	10%	6%	82%	91%
5	1%	0%	4%	5%	7%	7%	87%	88%



Middle Grades STAR ELA Data

Grade	Urgent		Intervention		On Watch		At/Above Benchmark	
	Fall	Winter	Fall	Winter	Fall	Winter	Fall	Winter
6	3%	3%	5%	6%	12%	8%	79%	83%
7	3%	1%	5%	5%	15%	13%	78%	81%
8	2%	2%	6%	7%	12%	12%	80%	79%



High School STAR ELA Data

Grade	Urgent		Intervention		On Watch		At/Above Benchmark	
	Fall	Winter	Fall	Winter	Fall	Winter	Fall	Winter
9	2%	3%	6%	11%	14%	17%	78%	70%
10	7%	2%	11%	17%	14%	10%	68%	72%



Elementary STAR Math Data

Grade	Urgent		Intervention		On Watch		At/Above Benchmark	
	Fall	Winter	Fall	Winter	Fall	Winter	Fall	Winter
2	10%	7%	22%	13%	15%	14%	53%	66%
3	2%	0%	5%	2%	12%	5%	80%	92%
4	2%	0%	2%	4%	5%	6%	92%	90%
5	2%	1%	5%	5%	7%	4%	86%	90%



Middle Grades STAR Math Data

Grade	Urgent		Intervention		On Watch		At/Above Benchmark	
	Fall	Winter	Fall	Winter	Fall	Winter	Fall	Winter
6	1%	1%	5%	2%	8%	9%	87%	88%
7	2%	0%	5%	4%	9%	8%	84%	88%
8	1%	1%	7%	6%	8%	7%	84%	87%



High School STAR Math Data

Grade	Urgent		Intervention		On Watch		At/Above Benchmark	
	Fall	Winter	Fall	Winter	Fall	Winter	Fall	Winter
9	2%	2%	5%	5%	14%	5%	79%	88%
10	2%	3%	4%	4%	9%	4%	85%	90%



District Assessment, Data Review and PD Calendar

DATE	PD Dates (staff meetings/Dept. mtgs/ district PD day)	Topic/Description	SMART Goal Alignment
8/27/2012	August (Convocation)	Overview of Ed Evaluator System	
9/4/2012	September Staff Mtg	Unwrapping Teacher Rubric	#1, #2
9/6/2012	September DH mtg	train DH in self-assessment and goal setting	#1, #2
9/11/2012	September Dept. mtg	Start self assessment goal setting	#1, #2
9/25/2012	September Collaborative mtg.	Self assessment goal setting	
10/2/2012	October Staff Mtg	Educator Evaluation Plan Development	#1, #2
10/4/2012	October DH mtg	Scope and sequence review	#1, #2
10/9/2012	October Dept. Mtg	Scope and sequence review	#1, #2
10/23/2012	October Collaborative mtg.	Dev evaluator plan development	
11/6/2012	November Staff mtg/ PD day.	Evidence collection (K-5) AM/Objectives/Common Core Anchor Standards	#1:
11/8/2012	November DH mtg.	Curriculum Alignment	#1, #2
11/13/2012	November Dept mtg.	Curriculum Alignment	#1, #2
12/4/2012	December Staff mtg.	Essential Components of an Effective Mini-Lesson Part I	#1:
12/6/2012	December DH mtg.	Curriculum Alignment	#1, #2



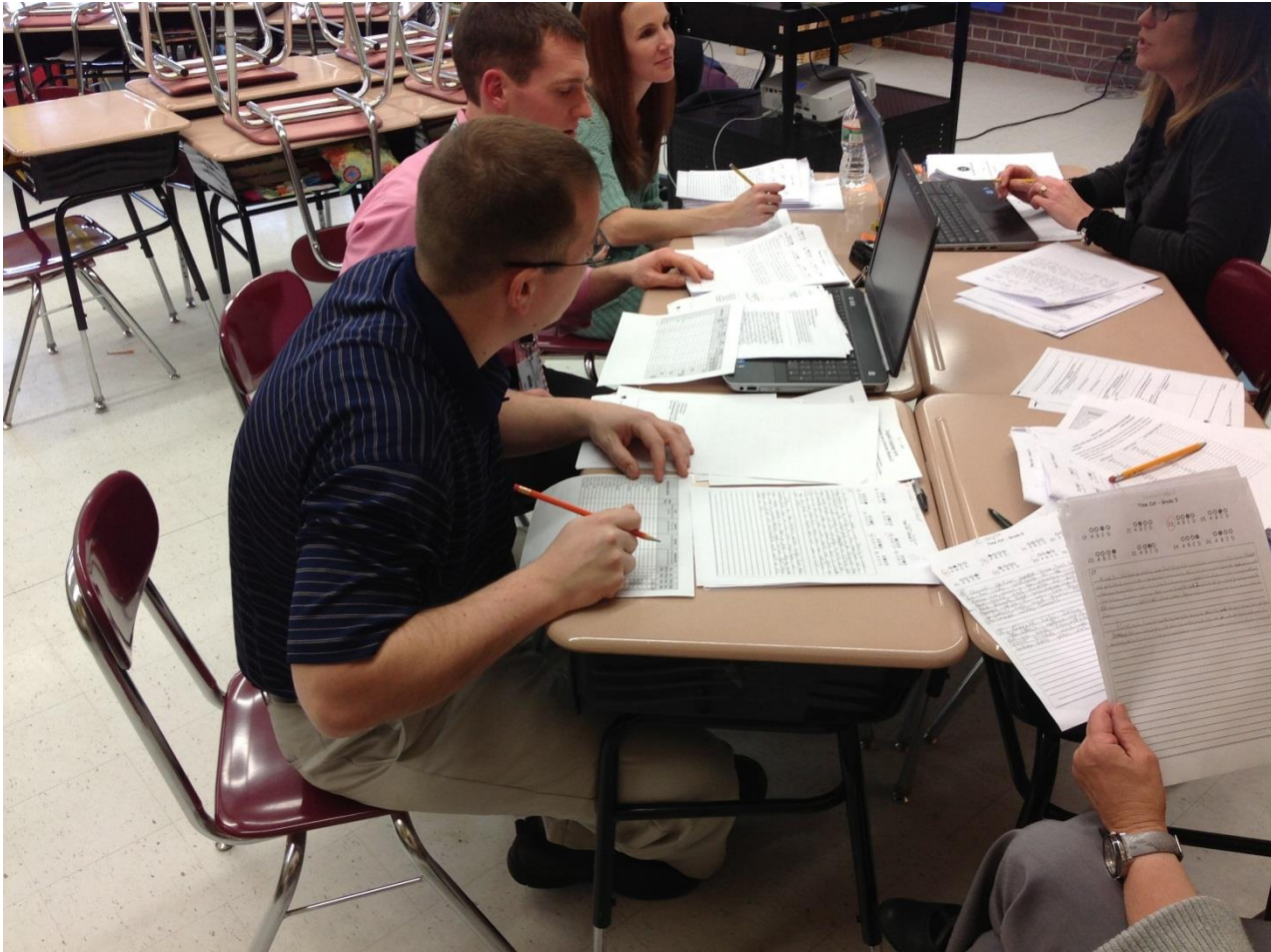
Team Building through Data Use



From: MV PD day



Team Building through Data Use



From: MS PD Day



Smart Goal 3

- **All ELPS staff will foster a safe, nurturing, and respectful learning/working environment resulting in an increase in stakeholder (staff, parents, students) satisfaction**



Goal 3

Action Steps	Time Line	Progress	Next Steps
Administer TELLMass annually	Began Spring, 2012	Complete	Continue
Review TELLMass to determine action steps	Start of 2012 school year	Complete	Continue
TELLMass at School Council	2012	Complete	Continue
Create Student Exit Surveys	2012-2013	On track	Complete Final Drafts
Review Student Survey	2012-2013	On track	Plan for new action steps
Develop action steps	2012-2013	On track	Implement action steps
Review Parent Survey with School Councils	2013-2014	On track	Review in Fall of 2013
Finalize Parent Survey	2013-2014	On track	Final Draft in Fall of 2013



DESE TELLMass Survey

- **Eight areas: Time, Facilities and Resources, Community Support and Involvement, Managing Student Conduct, Teacher Leadership, School Leadership, Professional Development, Instructional Practices and Support**
- **Leadership team reviewed results of TELLMass for district in summer of 2012**
- **Each building discussed results with staff and created action plans**
- **Buildings developing action plans based on survey results**



School Climate

- Subcommittee formed to create student exit surveys
- Exit survey will be given to all 5th, 8th, and 12th grade students at end of year.
- Exit survey for 2nd grade parents only at Meadowbrook



Smart Goal 4

- **All resources will be aligned to effectively meet District goals and objectives**



Action Steps for Goal 4

Action Steps	Time Line	Progress	Next Steps
Meet with Appropriations Committee before budget process	2012-2013	First Meeting Nov. 26 th	Next meeting Feb. 28 th
Set timeline for FY14 budget development	2012-2013	Completed	Completed for FY 14
Analyze budget for trends	2012-2013	Dec. and Jan. Leadership Team meetings	Ongoing
Revise budget development process	2012-2013	Completed	Completed
Use revised process to create FY14 budget	2012-2013	Completed	Present budget to Appropriations Committee
Identify Existing Grants for FY 14 Budget	2012-2013	Completed	Ongoing
Revised budget development process	Fall 3013	Ongoing	Ongoing



New Process for Building Budget Requests

EAST LONGMEADOW PUBLIC SCHOOLS

BUDGET DEVELOPMENT

FISCAL YEAR: 2014

Needs Request Form

Date:

School/Department:

1. Request: Describe Briefly - Use separate form for each specific request

2. Category: (Check)

Curriculum & Instruction

Support Services

Facilities

Other (Specify)

3. Staffing - List Staffing needs and Justifications for this request. Include current staffing specific to this need. (Attach additional information if needed)

4. Materials - List materials, supplies, or equipment and justification for this request. (Attach additional information if needed)



New Process for District Budget Development

Team Leader: Terry Olejarz	
Facilitator: Terry Olejarz	Date: January 9, 2013
Timekeeper: Elaine Santaniello	Time/Duration: 10:00 – 11:30
Note Taker: Gordon Smith	Location: Superintendent's Conference Room

Agenda Item	Desired Outcome	Time	Notes
Building Stories (5 Minutes per)	What are current challenges & short term goals? Highlight anything that you are doing differently this year with building based budgets or personnel. What are next Steps?	30 minutes	
		20 minutes	

From: Leadership Team Meeting Agenda for District Budget Development



ELPS Mid-Cycle Review

- **District has made good progress on all four SMART Goals**
- **Buildings all making good progress on building SMART Goals**
- **Students are meeting or exceeding benchmarks on Interim Assessments**
- **Alignment of District, Building, and Individual goals allows for easier collaboration and assessment of progress**
- **Building a strong culture of collaboration in ELPS**



QUESTIONS? ? ? ?